

# HAPPENINGS

*Quarterly Newsletter*



## OUR MISSION & VALUES

ECR is dedicated to creating quality products for our clients with a level of reliability and customer service that consistently exceeds expectations. We continuously shape and leverage our core competencies to produce dependable quality results. Our experienced project management teams minimize project risks, our skilled craftspeople deliver a superior and timely product, and our agility translates to flexible solutions for our customers. Because we care about our people and we are stewards of the environment, we approach our work responsibly and continuously meet or exceed industry standards and regulations. This is all accomplished within a strong safety culture environment that promotes smart decision making that safeguards against known and unknown hazards. Every ECR employee and Supplier Partner is a responsible stakeholder in our mission.

### Ethics

**We adhere to the highest standards**

We do the right thing, the right way, for the right reasons.

### Family

**We have heart**

We value our co-workers, customers, and vendors as family and treat everyone with dignity and respect.

### Community

**We give back**

We share with our community and support those in need.

### Ownership

**We own it**

We do what is needed to get the job done and we take the initiative to bring about positive results.

### Evolution

**We are bold**

We adapt and overcome, while we chart our course for success and endurance.

## COMPANY NEWS

- Our Virginia team achieved Production Completion Date (PCD) and C5ILO milestones aboard the USS Gravelly (DDG-107) on December 23rd, with no exceptions.
- The USS Gravelly departed from River Port on January 14th after a successful ISRA.
- Our team is diligently working on the USS Oak Hill Continuous Maintenance Availability (CMAV) taking place at Joint Expeditionary Base Little Creek - Fort Story, with an expected completion date of January 31st.
- The Continuous Maintenance Availability (CMAV) for USS Laboon (DDG-58) is currently underway at Naval Station Norfolk, with an expected completion date of February 9th.
- Module fabrication work is steadily taking place under the big tops at River Port.



- October 25th ECR proudly took part as a Hospitality Hole Sponsor for the By Your Grace Inc. Golf Tournament. This nonprofit organization focuses on empowering underprivileged families and children in the Jacksonville community by providing essential resources, educational support, and enriching experiences that inspire hope and create pathways to success.
- Congratulations to our teammates Kelly Sibley and Jaquari Woods for being nominated for Senior & Junior Tradespersons of the Year for the Virginia Ship Repair Association (VSRA).
- In November, we celebrated Kendrick Tynes, Jordan Berrios, Conrado David, Ulysses Agnaonao, Alyssa Moore, and Denise Sandoval-Sanchez for receiving the prestigious Champions on the Rise - President's Gold Coin Award. Additionally, we recognized Danual Pearce and Maritza Montecinos as our esteemed Employees of the 2nd Quarter. Your dedication and hard work continue to inspire us all.
- Florida team reached the PCD on December 6th, 2024, for the company's first-ever SRA at Mayport Naval Station on board the USS Farragut (DDG-99). The Florida team, including JMR, worked together seamlessly to achieve this milestone. During the latter part of the year, Florida team encountered a few minor setbacks with Hurricane Debbie, which was classified as a Category 4 storm, along with two major hurricanes that were classified as Category 2. Additionally, the FL team conducted a wind-down of the ship in July to facilitate the installation of the Port and STBD Arrays, which was another significant event. In summary, four notable events impacted the ECR team and our focus. However, with determination and teamwork, we successfully achieved the company's goal of reaching the PCD. As Kathleen Hinton likes to say, "the little shipyard that could."
- The Florida team is currently working on the company's second SRA for the USS Carney (DDG-64). We have integrated lessons learned from the Farragut SRA with the management team and systems for the Carney to achieve PCD by March 21st, 2025.
- JMR is now 100% moved into their newly renovated shipyard at Hill Street. This 18-acre shipyard, featuring 1,800 feet of berthing space, has undergone significant upgrades, including new bulkheads, dredging, paving, and upgraded electrical services for the machine and fabrication shops.
- In November, our Florida team gathered for an Employee Appreciation Luncheon at the Jacksonville Zoo. They enjoyed delicious food, had animal encounters, and shared plenty of laughter.
- Our San Diego team, consisting of Maritza Montecinos, Jack Velasco, Billy Torres-Bagalso, and Christian Burgess, assisted the Port of San Diego Ship Repair Association (PSDSRA) in wrapping Christmas gifts for charity. These gifts were distributed to children at several elementary schools in the Barrio Logan area of our ship repair community. The Port of San Diego Ship Repair Association is dedicated to fostering community outreach programs that provide guidance to local youth and support our neighbors, especially during the holidays. ECR California is proud to be a part of this mission.
- ECR California team members Jack Velasco, Christian Burgess, and Ralph Duskin participated in holiday celebrations by attending two events: the Propeller Club Port of San Diego's new headquarters housewarming event and the Port of San Diego Ship Repair Association's holiday social hour for members. Both gatherings offered an opportunity for attendees to enjoy beverages, delicious food, and festive conversations.





- Warwick Maritime Solutions just celebrated our 4th Quarter Award Winners for 2024.
  - Warwick's 4th Quarter Award winner for Sub-Contractor of the Quarter is C E Thurston. C E Thurston and their entire team support us at every request. They are always the last crew when work is pushed to the left, and always come through for us.
  - Warwick's 4th Quarter Award winner for the Employee of the Quarter is Alfredo Lebron Diaz. Alfredo has and continues to be instrumental in Warwick's continued success. When the previous one departed, Mr. Diaz stood up in a time of need to take over as the Lead Ship Manager of the USS Mesa Verde. Alfredo quickly developed professional relationships with our customers and sub-contractors, gaining their trust and support to uphold this availability. This is the same fashion Mr. Diaz manages all the availabilities he is assigned and is a true representative of what hard work, a can-do attitude, and treating folks with respect and dignity will do for you. We are incredibly fortunate to have Alfredo on the Warwick Team!
  - Lastly, Warwick's Award winner for 2024 Employee of the Year is Mr. Keith Heckstall. Mr. Heckstall was our Employee of the Quarter-Q3 Award winner, and his daily drive, wanting to always take on more challenges, constant eagerness to want to learn more, and willingness to always stand up and put safety first, ensuring all those around him are doing the same thing, earned Keith our Employee of the Year for 2024. It is humbling as to the gratitude Mr. Heckstall shows each day for having the opportunity to work here at Warwick Maritime Solutions, and we could not be prouder of our selection.
- The Warwick Team continues to work on availabilities inside MHI's and GDNN's shipyards. We have also successfully completed all work on time on the USS Gravelly, ISO of another successful ESR DDG avail.
- In December, our Colonial Welding team gathered to celebrate the holidays at LeMans Karting in Portsmouth. A wonderful evening was filled with fun, laughter, and fantastic food.
- Our Annual Holiday Donation Drive was a huge success! we collectively raised \$2,705 to go towards the By Your Grace Inc., The Heb Foundation, and the Monarch School. Thank you once again for supporting our mission to give back to the community. We hope you enjoy the photos below of the Florida team delivering gifts to Long Branch Elementary School for the 6th year in a row.





# HR CONCEPTS CORNER

Prohibited Political Activity Policy  
 Author: Barbara Nicholas



East Coast Repair and Fabrication and affiliate companies (Company) encourages employees to participate in lawful political activities. Participating in these activities must be conducted on the employee's own time and should in no way suggest Company support. Paid or Unpaid leave may be requested to conduct such activities.

The following activities are prohibited from being performed while on-duty:

- Demonstrating.
- Counting or recounting votes.
- Circulating petitions.
- Soliciting votes or contributions at any time in any working area of a Company facility.
- Conducting or participating in opinion polls.
- Fundraising.
- All other activities not considered part of the employee's normal duties.

Employees may not use Company equipment or resources for making, copying or distributing political materials or messages.

Political messages, language, and/or gestures that are inappropriate or offensive to co-workers are prohibited. Harassment of co-workers, customers or vendors regarding political preferences will not be tolerated.

# QA CORNER

Mindfulness and Quality

Author: Dave Martin



It is often determined through Root Cause Analysis that defects in products and services are attributed to “Failures to maintain attention to detail”. The premise, or assumption, is that all the necessary details required to accomplish a particular task are known to the individual and controllable at the time of failure. It is worth consideration that mindfulness, or mindlessness contributes to success or failure in processes.

**Mindfulness means maintaining a moment-by-moment awareness of our thoughts, feelings, bodily sensations, and surrounding environment through our internal lens.**

## **What are the 3 qualities of mindfulness?**

- Intention - choosing to cultivate your awareness.
- Attention - to the present moment, sensations, and thoughts.
- Attitude - being kind, curious, and non-judgmental.

## **How to be a mindful person?**

### 7 Tips to Improve Your Awareness

1. Meditate. Taking even just 5 minutes to sit quietly and follow your breath can help you feel more conscious and connected for the rest of your day.
2. Focus On One Thing At A Time.
3. Slow Down.
4. Eat Mindfully.
5. Keep Phone and Computer Time In Check.
6. Move.
7. Spend Time In Nature.

## **Principles of Mindfulness related to quality:**

First, mindfulness enhances quality, while mindlessness diminishes it. Second, mindfulness-based approaches to quality may offer a more resilient and sustainable solution to quality and reliability issues facing organizations, compared to routine-based approaches.

Mindfulness is embracing the promise of abundant life—living life fully by being entirely present in each moment. Being present in each moment as it actually is rather than insisting that it be something different. Accepting our experience in each moment as a gift from God.

# IT CORNER

*Safeguarding against IT threats in 2025*

Author: Chris Gardner

Cybercriminals often take advantage of social media activities, and easy targets. Being knowledgeable about these threats is critical. Here are some IT security practices to follow in the new year:

## 1. Be Cautious with Emails and Links

- **Beware of phishing scams:** Be extra cautious with emails. Cybercriminals often impersonate legitimate companies to steal your personal information. Verify the source and avoid clicking links in emails.

## 2. Use Strong and Unique Passwords

- **Create strong passwords:** Ensure that each account has a unique, complex password. A strong password typically includes a mix of uppercase letters, lowercase letters, numbers, and special characters.

## 3. Use Secure Payment Methods

- **Use trusted payment systems:** When shopping online, opt for well-known payment methods (like credit cards or payment services such as PayPal) that offer additional fraud protection.

## 4. Secure Your Home Network

- **Change your Wi-Fi password:** Ensure that your home Wi-Fi network is secured with a strong password and don't use the default password.

## 5. Be Careful About Sharing Personal Information

- **Limit what you share on social media:** Cybercriminals can exploit personal details shared online to impersonate you or guess your passwords. Avoid oversharing sensitive information about your whereabouts, travel plans, or purchases.

## 6. Monitor Your Accounts

- **Watch for suspicious activity:** Regularly check your bank, credit card, and online accounts for any unauthorized transactions. Consider setting up account alerts to receive notifications of any changes.

## 7. Educate Family and Friends

- **Teach safe online practices:** If you have children or older family members who may not be as tech-savvy, educate them on basic cybersecurity practices, such as recognizing phishing emails and creating strong passwords.

These are just some of the many things you can do to safeguard your information in 2025. Remember "Knowing is half the battle" GI Joe

Happy New Year!



# SAFETY TALK

*Exciting New Year Resolution: Launching Our Safety Committees for 2025!*

Author: Jason Kjos

Happy New Year! As we welcome 2025, I am excited to announce an important initiative that will enhance our workplace culture and prioritize the well-being of all employees: the formation of our Safety Committees in VA and FL.

**Why This Matters:** The start of a new year presents a wonderful opportunity for us to reflect on our goals and recommit to maintaining a safe and supportive work environment. The Safety Committee will be instrumental in creating a culture where everyone feels secure, valued, and empowered to contribute to our safety efforts.

## **What You Can Expect from the Safety Committee:**

- **Your Voice Matters:** The Safety Committee will provide a platform for all employees to share their safety concerns, suggest improvements, and offer ideas. Together, we can foster open dialogue and strengthen our community.
- **Proactive Safety Culture:** This committee will promote a proactive approach to identifying potential hazards and implementing practical solutions to ensure everyone's safety.
- **Engaging Training Programs:** We will develop interactive and informative safety training sessions designed to educate and inspire you about the importance of safety in our everyday work routines.
- **Regular Safety Assessments and Feedback:** You will have the opportunity to participate in regular safety assessments and discussions to ensure our workplace is as safe as possible, with your input guiding our actions.
- **Celebrating Our Achievements:** Let's recognize and celebrate our safety milestones together! Highlighting our progress will reinforce our collective commitment to a safer workplace.

By establishing these Safety Committees, we are taking a significant step toward cultivating a workplace where safety is a shared priority for all. Your active participation is crucial, and I encourage everyone to engage enthusiastically with this important initiative as we embark on this journey together.

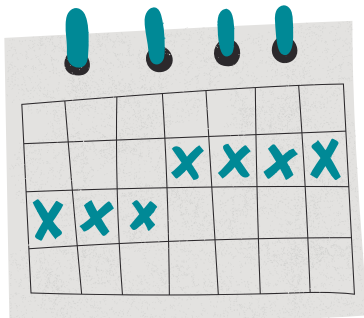
Here's to a successful and safe 2025! Thank you for being an essential part of our team. Together, let's make this year our best one yet!



# SAFETY TALK CONT.

Company-Wide Recordable Injury Metrics  
Author: Jason Kjos

Team, our recordable injury rate is trending down, which is exactly what we want it to continue to do. As you go about performing your tradecraft this year, take time to pause for safety. Lookout for yourself and each other and together, we can continue to reduce injuries and illnesses. As always, stay safe out there!



## Q4 ACTIVITIES

Details for each event will be shared via email. Be on the lookout!

- Black History Month (Weekly Social Sharing)** - All Feb
- National Heart Month (Spreading Awareness)** - All Feb
- Wear Red Day** - Feb. 7th
- Employee Appreciation Day** - Mar. 7th
- International Women's Day Trivia** - Mar. 8th
- Pet Supply Drive** - Apr. 7th - 11th
- National Pet Day Photo Contest** - Apr. 11th

*If planning these kinds of events is of interest to you, you should join our Engagement Committee! Where we plan, collaborate, and execute office activities and giving opportunities. Send an email to [amyers@ecrfab.com](mailto:amyers@ecrfab.com) to inquire about joining.*



# SOCIAL CHATTER

Here's what you may have missed on social or media outlets...

Thank you to the Virginia Ship Repair Foundation (VSRF) for giving us the opportunity to participate in the 38th Annual VSRF Golf Tournament at Cypress Point Country Club last Thursday. Despite the chilly fall weather, we had a great time serving merch, refreshments, and snacks at hole 17 to both familiar faces and new connections.  
#ECR #Networking #VSRFGolfTournament



Huge thanks to our amazing team! Your generosity helped us collect over 340 lbs of food, providing 283 meals to local food banks in Newport News, Jacksonville, and San Diego. This reflects the kindness and community spirit that defines us. Each canned good, each non-perishable item, and each ounce of food reflects your compassion and commitment to contributing to a good cause. Together, we've made a significant impact, helping families in need. We are proud of you all!  
#ECR #CommunitySupport #MakingADifference



Today, we are thrilled to honor Lee Kopko as he marks an incredible 25 years with JMR! From the very beginning, Lee has been an integral part of JMR's journey. As a founding member, he brought his extensive expertise as JMR's most knowledgeable inside and outside machinist, ensuring customer satisfaction with an unwavering commitment that's driven JMR's success since October 1999. Beyond his technical skills, Lee's legacy shines brightly through his leadership. He's been... See more



Left to Right: We were hospitality hole sponsors of the 38th Annual VSRF Golf Tournament, where we got to promote ECR and network with other maritime industry VSRA members. We collected over 340 pounds of food, providing 283 meals to the local food banks of Newport News, Jacksonville, and San Diego. We recognized Lee Kopko on his 25th Anniversary with JMR. One of the founding members of JMR, he is known for being the most knowledgeable inside and outside machinist in the shop.

A week ago, ECR proudly took part as a Hospitality Hole Sponsor for the By Your Grace Inc. Golf Tournament. This nonprofit organization focuses on empowering underprivileged families and children in the Jacksonville community by providing essential resources, educational support, and enriching experiences that inspire hope and create pathways to success. This holiday season, By Your Grace Inc., will use the proceeds from the golf tournament to provide gifts for children atten...  
See more



Team ECR celebrates another on-time delivery! USS Truxtun (DDG-103) departed River Port on November 6th, returning to the fleet on-time and mission-ready. Thank you to everyone who contributed to making this availability a success. We are ECR!  
#ShipRepair #ECR #RiverPort



Discover Colonial Welding in Norfolk, VA! Our state-of-the-art 20,000 sq. ft. facility, a proud part of ECR, excels in delivering top-tier fabrication and design support locally and globally. From CNC machines to plasma cutters, our gear handles metals up to 4" thick! With expert engineers and AWS ABS, and NAVSEA-certified welders, we tackle the toughest projects with precision.  
#ECR #ColonialWelding #FabricationShop #ShipRepair #Virginia



Left to Right: We were hospitality hole sponsors for the By Your Grace Inc. Golf Tournament. The proceeds raised went towards providing Christmas gifts and yearbooks to the children of Long Branch Elementary School. We celebrated the on-time delivery of the USS Truxtun (DDG-103) and took pictures of its departure from River Port on November 6th. We highlighted the Colonial Welding fabrication shop in Norfolk. Sharing pictures of some new projects the CW team had going on.

Last month, our Virginia team celebrated with an Employee Appreciation Luncheon, and our Florida team gathered for their celebration at the Jacksonville Zoo. They enjoyed delicious food, had animal encounters, and shared plenty of laughter. As we reflect on these wonderful moments, we also want to acknowledge all locations for their continued commitment and teamwork. Together, all our divisions contribute to the success of our company, and we look forward to more opportunities to celebrate with everyone. We are incredibly grateful for you all.  
#FLEmployeeAppreciationDay #WEareECR



Career Advancement Spotlight: Raymond Olivencia  
Join us in celebrating the remarkable journey of Raymond Olivencia, a true example of dedication and growth at ECR. Raymond's inspiring career began as a temporary employee in June 2011, later joining us officially as a 1st Class Electrician in January 2015. His commitment and talent swiftly earned him a promotion to Electrician Supervisor in June 2018, followed by an advancement to Electrician Foreman by March 2020. Today, he... See more



This week, Warwick Maritime Solutions held an Awards Celebration Luncheon to honor several outstanding team members. We recognized C.E. Thurston & Sons Inc. as the Subcontractor of the Quarter, Alfredo Lebron Diaz as the Employee of the Quarter, and Keith Heckstall as the Employee of the Year. We also took a moment to give special recognition to Ulanda Diddy, Assistant FSO, for her ongoing support in ensuring access and security for everyone entering our facility. The entire team enjoyed a delicious BBQ lunch and each other's company as we celebrated the accomplishments of our exceptional team. Congratulations, and thank you to each and every one of you!  
#WarwickMaritimeSolutions #WMS #ShipRepair #ECR #RiverPort



Left to right: We hosted Employee Appreciation Luncheons at our Virginia and Florida divisions. The Florida team gathered at the Jacksonville Zoo with their families and enjoyed animal encounters, great food, and even better company. We recognized Raymond Olivencia for his advancement in the company since joining the team in June 2018. We shared pictures of the Warwick Maritime Solutions Awards Celebration Luncheon, honoring several outstanding team members for their dedication and hard work.

Don't miss out on all the fun! Follow us on Facebook and LinkedIn to stay up-to-date on what's happening at ECR.



# WELCOME ABOARD!

Q4 (Oct.-Dec.) - New Team Members

Welcome to our growing team. We are so pleased that you have chosen to come and share your time and energy with us. This is an exciting time for our company, and we are delighted to welcome you as a key addition to our valued team. We can't wait to see what amazing things you all will accomplish.

Michael Deel Sr.  
OSM Supervisor I, WMS-VA  
Julius Abram  
Crane Operator Foreman, FL  
Anthony King  
Crane Operator, FL  
John Lewis Jr.  
QA Specialist, VA  
Jasiel Penate Santos Sr.  
Ship Fitter 2/C, FL  
Andre Ricks Sr.  
Ship Fitter 1/C, VA  
Caleb Piercy  
Welder 1/C, VA  
Rodriques Spann  
QA Specialist, VA  
Francesca Vuololo  
Production Admin Assistant, VA

Jason Debusk  
Project Manager II, VA  
Richard Ritter  
QA Inspector II, VA  
Robert Shelburne  
Crane Operator, VA  
Idarius Holman  
ESH Inspector I, VA  
Tyler Jackson  
Ship Fitter 2/C, VA  
Glenn Robinson  
Ship Fitter 1/C, VA  
Sergei Brisson  
Welder 1/C, VA  
Tracy Bryant  
Pipe Fitter 3/C, VA  
Justin Cline  
Rigger 1/C, VA

Andre Davenport  
Ship Fitter 1/C, VA  
Jose Garza  
Superintendent II, VA  
Buddy Hunt  
Welder 1/C, VA  
Nicholas Yaeger  
Electrician 3/C, VA  
Richard Dichiaro  
Inside Machinist 1/C, JMR-FL  
Thompson Le  
Welder 1/C, JMR-FL  
Yraida Parra  
Bookkeeper, JMR-FL

## PROMOTIONS

*Congratulations to our team members who got promoted during the third quarter (Oct.-Dec.).*

Conrado David Jr.  
Ship Fitter Master to Structural Supervisor I  
Michael Bird Jr.  
Ship Fitter 1/C to Structural Supervisor I

Natasha Toms  
Sr. Project Admin Assistant to Assistant Superintendent  
Brian McDonough  
Operations Planning Specialist to Operations Planning Manager

## Q1 ANNIVERSARIES

*Thank you to the following employees for their dedication and years of service:*

### 1 Year Anniversary

Keith Heckstall (WMS)  
Jordan Berrios  
Isabella Ortiz  
Christopher Holmes (JMR)  
Lamont Earnest Jr. (JMR)  
Matthew Dement (JMR)  
Tobiah Tillman (CW)  
Charlie Mason Jr.  
Niel Strain  
Alyssa Moore  
Jose Jordan  
Dion Wigfall  
Erick Rodriguez Reyes  
Christopher Counts (JMR)  
Shastri Hendricks  
Patricia Hammonds  
Mark Hadden  
Shemarta MCrae  
Eric Watts (WMS)  
Corey Nichols (WMS)  
Levi Sigler  
Bryan Kaufman  
David Kallek  
Tristyn D'Aurora (JMR)

### 3 Year Anniversary

Neil Davenport  
Ralph Duskin  
Barbara Nicholas  
Brian McDonough  
Michael Rivera  
Kathleen Hinton

### 5 Year Anniversary

Christopher Anderson  
Jacquel Peterson Sr.

### 7 Year Anniversary

Rene Doiron  
Robert Turner

### 10 Year Anniversary

Raymond Olivencia Gonzalez  
Wigberto Rivera Rivera

### 15 Year Anniversary

Erin O'Neil

*You all play a vital role in the prosperity of our company.  
Thank you for your hard work.*

**Please note that we are improving our reporting ability in this section.  
We formally recognize anniversaries for years 1, 3, 5, 7, 10, 15, 20, 25.**

# HIRING NEEDS

- QA-2 INSPECTOR, VA & FL
- DRIVER, FL
- QA SPECIALIST, FL
- STRUCTURAL SUPERVISOR I, VA & FL
- SHIP FITTER 2/C, FL
- WELDER (BASE A UNITS), VA
- PROJECT MANAGER II, FL
- ELECTRICIAN 1/C, FL
- WELDER 1/C, VA & FL
- ESTIMATING MANAGER, VA

***If you know someone who may be a perfect fit for any of these positions, please refer them to [www.ecrfab.com/careers](http://www.ecrfab.com/careers) to apply!***



## LEADERS Q/A

Featuring: Paul Martin, Director of River Port



### **How long have you been in the Ship Repair industry, and what role did you start with?**

Indirectly for 15 years. I owned a private sector architectural practice that gave me the opportunity to design and build the original East Coast Repair & Fabrication shop and Administration offices on Curlew Drive.

### **What led you to become the Director of River Port?**

Jeremiah 29:11. My father and business partner of 24 years decided to retire. After a few months of trying to figure out my next move, a "now hiring" post from Jorge Rivera on Facebook led to a "how have you been" text between old friends. I reported to River Port a week later.

### **What do you like most about your job?**

Diversity and evolution. Despite best laid plans, each day brings its challenges and opportunities to learn something new and make something better.

### **What motivates you?**

My fondest memories as a child are of visiting various jobsites with my father to see what he was working on and the progress that had been made since his last visit. The chance to design and build unique environments that leaves behind a legacy of places to work, and support our families for today and tomorrow; became my biggest inspiration.

### **What values are most important to you as a leader?**

Dependability. Integrity. Purposefulness.

### **Which supporting skills do you think are most important when it comes to leadership?**

Mentorship and flexibility. I was taught that you cannot ask a person to do what you are unwilling to do yourself. Listen and learn. True wisdom is knowing that there is often more than one way to achieve an end result and passing on your earned knowledge is important to future success.

### **What are your hobbies (Not work-related)?**

Food and Travel. I love to travel with my wife, seeking out a new city each time we head out. We love experiencing all the different food, drink and culture the world has to share.

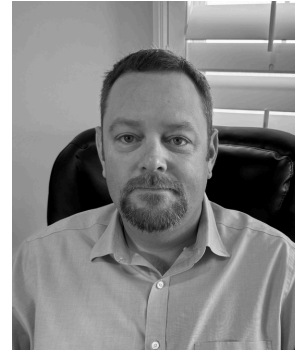
### **What's your biggest fear?**

Failure. I simply cannot give up on something once I start - no matter how difficult the task may be to finish.

### **Tell us something we wouldn't know about you.**

I am a cancer survivor. A decade ago, I was given two months to live. Today I wake up each day knowing that God has other plans for me!

# MESSAGE FROM OUR PRESIDENT



Dear Team,

Happy New Year!

Well, we flew through 2024 and have officially hit 2025. As I look back and reflect on what we have achieved, and now look ahead at what lies in front of us, I am overjoyed that I am doing it again with this incredible team.

2024 was filled with accomplishments that showcased our collective drive, collaboration within the divisions and affiliates, and commitment to excellence. Each milestone reached was a testament to your hard work and dedication, and I could not be more proud of what we've built together. Thank you for your passion, resilience, and the unique contributions each of you brings to our organization.

As we step into 2025, I am thrilled to announce some exciting initiatives designed to make our workplace safer, stronger, and even more engaging. One major development is the introduction of safety committees at all our locations. These committees will play a crucial role in ensuring that our safety culture is not only upheld but continuously enhanced. By focusing on awareness, education, and accountability, we aim to make safety an integral part of everything we do.

To support this initiative, we'll be rolling out safety quizzes that come with some fun and cool prizes. These quizzes are designed to promote safety awareness in an engaging way while reinforcing the knowledge and habits that keep us all safe. I encourage everyone to participate wholeheartedly and take advantage of this opportunity to learn and grow together.

Speaking of growing, upgrades, upgrades, and more upgrades continue to be the trend within our Riverport facility to support our ongoing efforts. We just completed an extensive upgrade to Pier 14's power supplies and are making preparations to commence dredging and removal of the last remaining remnants of the old metal bulkheads. The work we are doing with our partners building modules has truly taken off. We have already installed 32,160 sqft of concrete slab with rails and four Big-Tops, and now we are adding an additional 44,196 sqft of concrete and rail system starting in February and expected to complete by April to allow for expanded module construction capacity. We also have our brand-new 300-ton Link-Belt Crawler Crane being delivered on January 20th and upgrades to the electrical grid being accomplished in February.

Another major milestone is that JMR has officially moved to 1901 Hill Street and is now operating 100% out of the new Jax, FL shipyard. This 18 acre shipyard boasting 1800 feet of berthage has undergone an almost 20 Million Dollar renovation to include new concrete bulkheads, dredging, paving, shore power installation, and electrical services to the shops supporting the machine and fabrication shops. The move was no easy feat as JMR has operated out of their Haines Street location for the past 20 years. The coordination required to move a machine shop of that size and caliber in roughly 60 days was a massive undertaking, and I have to say that Erin Snyder, JMR's Operations Manager did one heck of a job getting it done while still ensuring JMR supported their customers seamlessly. I truly can't wait to see what 2025 and beyond have in store for JMR.

As always, our success depends on the power of collaboration and the strength of our shared vision. Together, we've proven that there's nothing we can't achieve, and I am confident that 2025 will be another year of incredible achievements and growth.

Thank you for your unwavering commitment and for making this company a place where innovation thrives, challenges are met with determination, and success is celebrated as a team.

Here's to a safe, successful, and spectacular 2025!

A handwritten signature in black ink, appearing to read "Justin Stern". The signature is stylized with overlapping loops and a long horizontal stroke at the end.

Justin Stern